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Executive Registry
2-4205

Building and Grounds 9

17 December 1951

MEMORANDUM FOR: Deputy Director, Administration
FROM: Assistant Director, C&D
SUBJECT: Effects of the CIA expansion on OCD

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Date: <u>3-11-78</u>	By: <u>[Signature]</u>

1. The following is in response to your request at this morning's Staff Conference for comment from each AD as to the effects of the expansion upon his own Office.

2. Turnover: To date, OCD's turnover record (on an overall basis) has been good. 2.6% in September, 0.9% in October, and 2.1% in November. I don't know how this compares with other Offices and Staffs, but I know that it does compare favorably with the record on which the FBI recently plumed itself in public.

I ascribe this very largely to the admirable efficiency and personality of my Administrative Officer and her small staff of five people. Her job should be GS-13 rather than GS-12, and we need one more position on her staff.

I fear that turnover will jump up when we move into the skating rink, but there's no use crying before we're hurt.

3. Workload - Quantity: CIA has doubled in size: this means (a) a greater volume of paper to be kept moving, (b) more different points to be served, and (c) a much greater number of special requests for special service.

4. Workload - Quality: Because the overt Offices are now performing research in depth, rather than devoting their effort primarily to the day-to-day intake of cables and reports, they have expressed urgent need for more specialized reference services than OCD can now provide. This workload will fall most urgently on the CIA Library, and a series of five projects designed to provide the necessary strength has been approved by the Project Review Committee. The projects must now be approved by the Director and the Bureau of the Budget before steps can be taken to actually recruit the needed hands and specialists.

5. Manpower: Though CIA has doubled in size within the past year, and is scheduled to double again, OCD has not received manpower commensurate with the increased workloads. Most units are now understaffed. The shortage is worst in the typists and clerks who must keep the flow of paper moving.

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My greatest concern, here, is the exceedingly tortuous and rock-strewn course which every request for added strength must go through. The lag is so great between the time when need for added strength becomes evident, and the time when added strength is actually on duty, that we eternally must waste strength in the effort to keep afloat. Long hours of overtime, and the dislocations which result from pulling people off one job in order that an even more critical one may not bog down, have cumulative effects which are detrimental to efficiency.

6. Space: Pressure of expansion in other Offices of M and Q Buildings, and of such compensatory expansion as OCD itself has undergone, have created bad working conditions in nearly all units of OCD. These also are detrimental to efficiency. The move to the skating rink will afford some relief in space, but at the cost of lengthened lines of communication. This will add to the difficulty of keeping all units in gear with each other and with the customer Offices, and it will create need for increased strength in messengers and logging clerks.

7. Cafeterias: People have to eat, and expansion is creating longer and longer lines in the M and Q Building cafeterias. Time spent standing in line is time wasted.

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James M. Andrews

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